Newfoundland Labrador

Labrador and Aboriginal Affairs

ANNUAL REPORT 2007- 08

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Paper:
Department of Labrador and Aboriginal Affairs
Mailbag 3014, Stn. B
Happy Valley-Goose Bay, Newfoundland and Labrador
A0P 1E0
Phone: (709) 896-1780 Fax: (709) 896-0045

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Message from the Ministers

In accordance with the *Transparency and Accountability Act*, we are pleased to present the Annual Report for the Department of Labrador and Aboriginal Affairs, for the fiscal year 2007-08.

The mandate of the Department of Labrador and Aboriginal Affairs is to:

1) negotiate and ensure the effective implementation of land claims, self government and other Agreements related to the
   a) development of Labrador and
   b) Aboriginal groups/governments;
2) coordinate and develop policies and programs relating to
   a) Aboriginal issues in the province and
   b) significant issues of government interest in Labrador;
3) advance social and economic development in Labrador;
4) manage intergovernmental relations respecting Labrador and Aboriginal issues;
5) monitor and evaluate government programs and services in Labrador;
6) provide public information and education in matters related to land claims; and
7) administer Labrador specific programs as delegated by the provincial government.

As the Ministers responsible, we are proud of the accomplishments of this Department, while working with a dedicated group of employees. We look forward to addressing opportunities throughout the next year and anticipate further successes as we look forward to 2008-09.

This report was prepared under our direction, and we are accountable for the results reported from April 1, 2007 to March 31, 2008.

JOHN HICKEY, M.H.A.
Lake Melville District
Minister of Labrador Affairs

PATTY POTTLE, M.H.A.
Torngat Mountains District
Minister of Aboriginal Affairs

Introduction

In fulfilling its commitment to being accountable to the citizens of Newfoundland and Labrador, the provincial government introduced the *Transparency and Accountability Act* (the *Act*). This *Act* provides the legislative framework for strengthening accountability of government entities through multi-year performance-based plans and annual performance reports that are presented in the House of Assembly. The Department of Labrador and Aboriginal Affairs is considered a Category 2 Public Entity within the context of the *Act*. In accordance with the *Act*, the Department's Business Plan outlines the priorities for the 2006-08 fiscal years. This annual report identifies the Department's progress during 2007-08 in achieving the objectives set out in the Business Plan.

Departmental Overview

Vision

The vision of Labrador and Aboriginal Affairs is the resolution of questions surrounding Aboriginal rights and titles in the province, a cooperative and productive relationship with Labrador and Aboriginal communities, and the achievement of social and economic well-being for Labrador and for Aboriginal peoples.

Mission

The mission statement identifies the priority focus area of the Ministers for one more planning cycle. It represents the key longer-term result that the Ministers and the department will be working towards as they move forward on the strategic directions of Government.

The resolution of issues related to Aboriginal rights and title is central to the progressive development of Aboriginal peoples and to the province as a whole.

Labrador's future will be marked by significant change in its social landscape and strong opportunity for economic growth. With changes in governance in Labrador's Aboriginal communities, and the expansion of infrastructure and resource based developments, attention needs to be focussed on social and economic development in Labrador to ensure advancement.

Mission Statement:

By 2011, the Department of Labrador and Aboriginal Affairs will have advocated for the progression of the social and economic development of Labrador; and with the continuing concurrence and participation of the federal government and/or relevant Aboriginal group(s), will have progressed in the negotiation of agreements on Aboriginal affairs.

Although this mission statement spans two planning cycles, progress has been made towards achievement within the initial two years. Progress has been made in the negotiation of an Agreement-in-Principle on the Innu land claim, as well as a self-government agreement with the Miawpukek First Nation at Conne River. Financial agreements have been negotiated to implement the Labrador Inuit Land Claims Agreement.

The Department has worked diligently advocating for the progression of the economic and social development of Labrador. This is evident in the creation of the Northern Strategic Plan which outlines Government's priorities for Labrador. Government has fulfilled its commitment to consult with Labradorians regarding decisions impacting Labrador. This has been demonstrated through the commitments made in the Northern Strategic Plan and the ongoing consultations within Labrador. Since the launch, LAA officials have traveled to all regions of Labrador to hold public sessions and targeted private sessions with stakeholders to increase awareness about the benefits of the Northern Strategic Plan. To ensure the commitments of the NSP are implemented effectively and efficiently, the Department works collaboratively with other provincial government departments on a regular basis.

The Department provides input into all policy initiatives that impact Labrador. This is key to ensuring that the Labrador perspective is considered before any policy is finalized. The Department also provides advice and assistance to departments to ensure that provincial government policy and programs are sensitive to the needs and perspectives of Aboriginal peoples, where the federal government has not assumed responsibility for programs and services.

The mission statement has been slightly revised for the 2008-2011 planning cycle to include the implementation of land claims and other agreements with Aboriginal groups/governments throughout the province.

Lines of Business

The Department undertakes its mandate through the following lines of business:

- ***Policy and Planning***

The Department is responsible for the development, implementation and administration of provincial policies and associated agreements respecting Labrador and Aboriginal issues.

The Department, in collaboration with other provincial public entities, negotiates and/or implements agreements with the federal government and/or Aboriginal groups/ governments; liaises with other jurisdictions and National Aboriginal Organizations; and manages intergovernmental relations with respect to Aboriginal issues.

- ***Land Claims, Self-Government and Other Agreements***

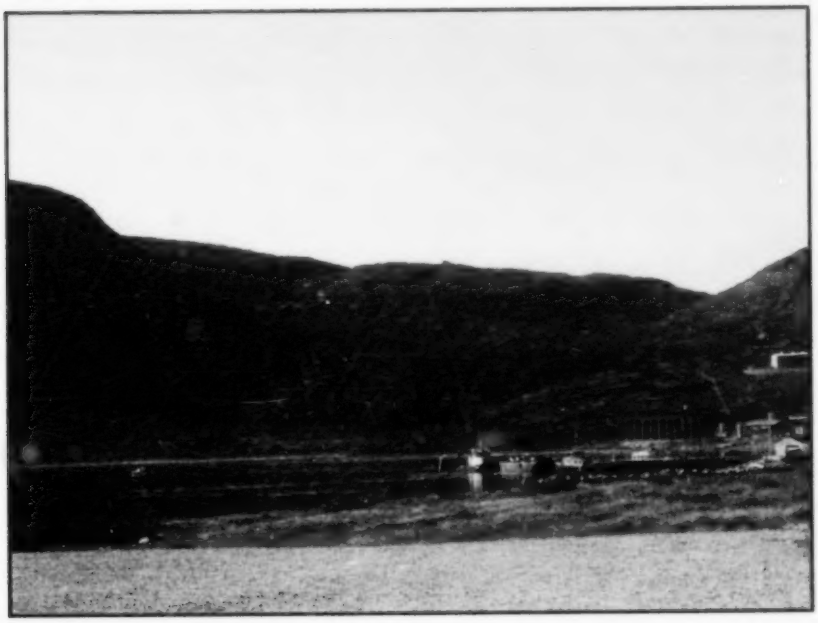
The Department is responsible for tripartite negotiations among the Province, Canada and Aboriginal groups/governments towards land claims, self-government and other agreements. The Department is responsible for ensuring the implementation and management of these agreements.

- ***Program Administration and Coordination***

The Department is responsible for the administration of the Air Foodlift Subsidy, the Labrador Grooming Subsidy, the Williams Harbour Scheduled Air Service Subsidy and the Combined Councils of Labrador funding.

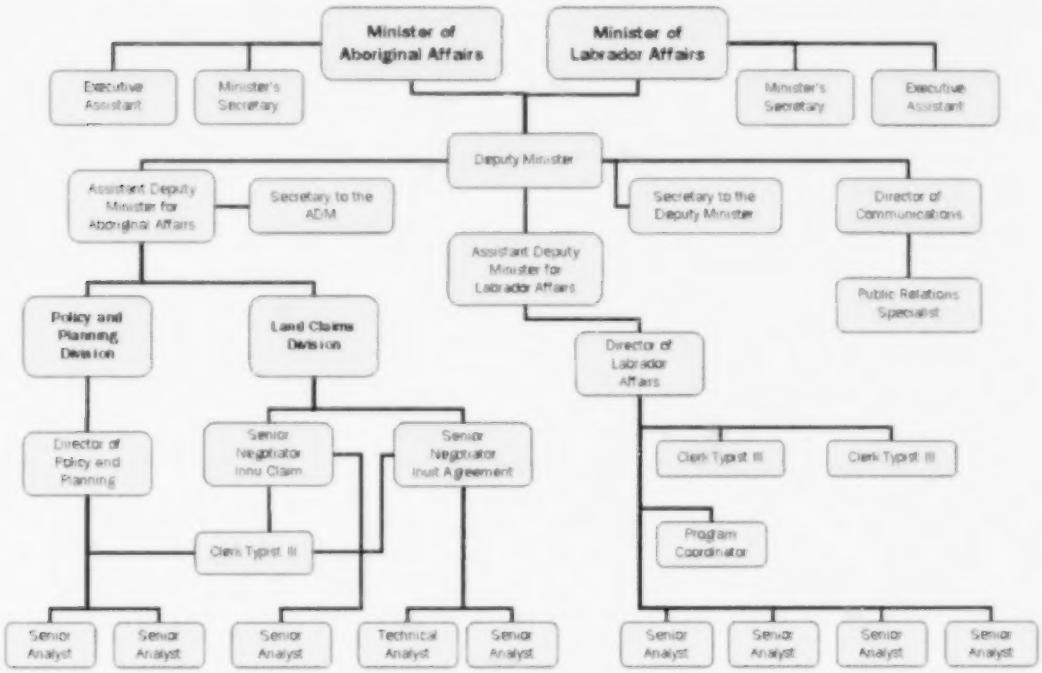
The Department assists and coordinates other interdepartmental and regional initiatives.

The Department liaises with other northern ministries and assists in the management of intergovernmental relations on Labrador/northern issues.



Organizational Structure and Location

The Department of Labrador and Aboriginal Affairs has two branches with its own Minister: Labrador Affairs in Happy Valley-Goose Bay and Aboriginal Affairs in St. John's. Labrador Affairs focuses on economic and social development initiatives that impact the whole of Labrador, while Aboriginal Affairs focuses on policy and planning related to Aboriginal land claims and self-government policies and negotiations.



The Department has a total of 30 employees (12 male and 18 female) with 15 based in each location.

The Department leads Aboriginal land claims and self-government negotiations for the Province, administers designated Labrador-specific programming, and provides analysis and policy advice to other departments on Aboriginal matters and key issues impacting Labrador residents.

Financial Statistics

The Department had a gross annual expenditure of $4,117,079 for the year ended March 31, 2008. Revenue for the Department was through Budgetary Allocation.

Shared Commitments

Shared commitments represent those goals and objectives that could not be met without the participation and actions of partners. In much of the work of the Department of Labrador and Aboriginal Affairs, collaboration is integral to ensure effective achievement of the objectives identified in the Business Plan. On a daily basis, the Department plays a lead role in coordinating between provincial departments and agencies, the federal government and other associated groups on issues pertaining to Labrador and the Aboriginal people of the province.

The federal government has constitutional jurisdiction and a fiduciary responsibility for Aboriginal people, and offers a variety of funding programs for people of Aboriginal descent. The programs and services provided by the Province to Aboriginal peoples are typically delivered by other departments or by agencies, boards or commissions.

With the exception of the Department's specific programs, the same is true for provincial programs, services and jurisdictions in which Labradorians have an interest. Virtually all the Department's activities, including those for which the Department is the designated lead such as land claims negotiations and implementation, and the Northern Strategic Plan, involve close collaboration with one or more provincial public entities. Many also involve Aboriginal groups/governments and the federal government.

These collaborative efforts supported the Minister of Aboriginal Affairs' strategic direction to advance the well-being of Aboriginal communities. Also by working closely with other provincial departments and agencies, the Department contributed to the Minister of Aboriginal Affairs' strategic direction to ensure the perspective of Aboriginal people was reflected in provincial social policy and programs. The Department also worked with departments heading major economic developments in Labrador to ensure that aboriginal land claims and treaty rights were respected. This supported the Minister of Aboriginal Affairs' strategic direction to ensure authorized developments in areas subject to Aboriginal land claims and treaties appropriately reflected Aboriginal interests.

In light of these realities, the Department plays a role more akin to a central agency, as a coordinating and advisory body rather than a delivery agent.

Some of our shared commitments include:

Northern Strategic Plan

The Northern Strategic Plan was launched on April 20, 2007 in Happy Valley-Goose Bay by Premier Williams and the Minister of Labrador Affairs. The Plan included 145 actions divided among eight underlying themes including Transportation; Natural Resources and Environment; Tourism and Cultural Development; Education and Employment; Health; Access to Programming and Services; Aboriginal Partnerships; and Working Together.

The provincial government is investing more than $290 million in existing and new Labrador initiatives over five years to support the goals outlined in the plan. Approximately $56 million will

be spent for new initiatives to implement the plan. While the Department of Labrador and Aboriginal Affairs is responsible for ensuring that the Northern Strategic Plan is implemented in an effective and timely manner, it works collaboratively with line departments to monitor the progress of each action.

Labrador Training Initiatives Committee

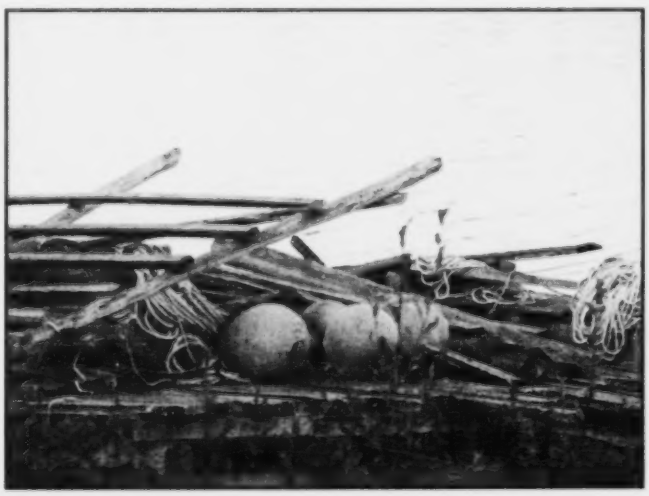
The Labrador Training Initiatives Committee is a provincial interdepartmental steering committee, chaired by the Department and set up to facilitate continued training and development opportunities in the Labrador region. It also works to identify common training needs across departments and maximize training dollars by pooling resources.

Labour Market Development Agreement

Under the Labour Market Development Agreement, the Government of Canada and the Government of Newfoundland and Labrador work together to design and tailor labour market employment programs to meet the specific needs of communities, employers, and the unemployed in Newfoundland and Labrador to complement provincial programming in this domain. Four regional committees have been established to manage regionally allocated budgets and to make decisions on all project applications. Labrador and Aboriginal Affairs participates in the Labrador Labour Market Development Agreement Management Committee, which managed a budget of $4,718,007 in 2007-08.

Aboriginal Justice Symposium

Government supported an Aboriginal Justice Symposium held in North West River on March 6-7, 2008. The theme was "Voices of a New Day" – Extending a feather & lighting the Kullik. The purpose of the forum was to promote dialogue between Aboriginal people and the Justice system. Session topics focused on the impact of court circuits, healing and sentencing circles; Fetal Alcohol Spectrum Disorder; youth and the Justice System; culturally relevant programming and perspectives on policing.



Performance Space for Eastern Labrador

The Department worked in partnership with the Eastern Labrador Arts Alliance and Town of Happy Valley-Goose Bay as well as officials of the Labrador School Board and the Departments of Education, Tourism, Culture and Recreation, Transportation and Works and Municipal Affairs to ensure that all the issues associated with the design, planning, construction and operation of performance space are addressed and the project remains on schedule.

The Province committed $1.9 million for the construction of the facility which will be attached to Mealy Mountain Collegiate. Government is constructing a new auditorium for the arts community of Eastern Labrador and recognizes the importance of having a facility in the area which will provide a venue for regional festivals and other events.

Northern Development Ministers' Forum

The Northern Development Ministers' Forum was established to raise the profile of Northern regions throughout Canada through annual Ministers' meetings. The Department has been involved with the Forum since 2000, when it was hosted by the Government of Newfoundland and Labrador in Happy Valley-Goose Bay.

The Minister of Labrador Affairs, the Minister of Aboriginal Affairs and senior officials represented the Province at the 2007 Forum hosted by the Government of Canada in Ottawa. Priority projects of the 2007 Forum included Northern Innovation, Maximizing Economic and Social Impacts from Major Projects in the North, Website Development and Knowledge North.

Recommendations from the Ottawa Forum included the establishment of a committee to document and share information on strategies to mitigate and adapt to the impacts of climate change as it affects northern development; and the development of a proposal on the future direction of the Forum.

Violence Prevention Initiative

Violence Prevention Labrador (VPL) is the Regional Coordinating Committee against violence under the umbrella of the Violence Prevention Initiative.

Objectives of the VPL include:

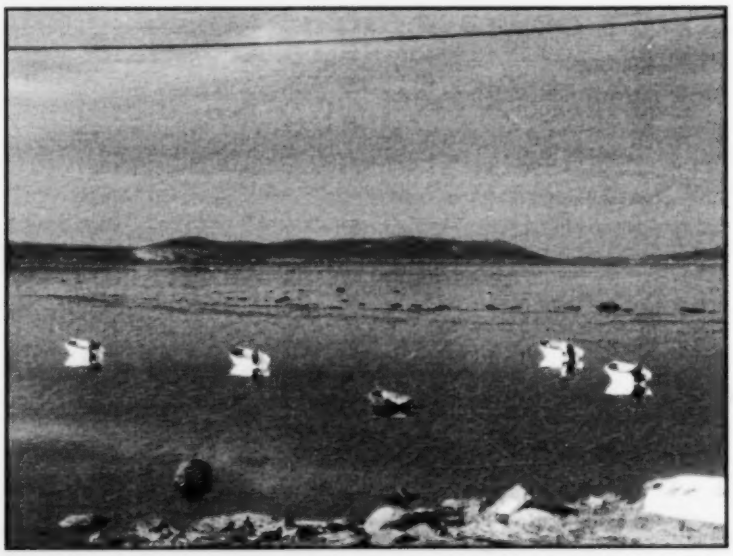
- To establish a communication network among organizations that provides advocacy, service and education on issues of violence.
- To involve individuals, organizations and communities throughout all regions of Labrador.
- To gather and share information through networking, and to get an understanding of what communities are doing or have done to overcome the problem of violence.
- To identify and rectify, gaps in services from within the VPL and as well, communities throughout Labrador.
- To identify resources within our organization and in communities that can improve our response to the problem of violence.
- To encourage public awareness of violence.

Labrador Regional Economic Development Boards

The Department established working relationships with the staff of the regional economic development boards in Labrador. Senior Analysts within Labrador Affairs have been designated to work with the respective Labrador Boards to promote communication on regional economic development issues.

Destination Labrador

The Department holds an ex-officio position on the board of director for Destination Labrador, a publicly funded organization designed to improve market readiness of tourism products, marketing and product development initiatives in Labrador. Destination Labrador is working with its partners to develop a dedicated Labrador marketing program.



Highlights and Accomplishments

In addition to the Department's accomplishments on its strategic issues outlined in the next section, over the past year the Department has worked on a number of other initiatives in order to more effectively carry out its mandate.

Labrador Grooming Subsidy

The Government of Newfoundland and Labrador has provided a grooming subsidy to the coastal regions of Labrador for a number of years. This subsidy supports the Minister of Labrador Affairs' strategic direction to improve economic and social development in Labrador. As a result of the Northern Strategic Plan, the Province increased the subsidy by $150,000 to a total annual amount of $390,000. During the 2007-08 fiscal year, the subsidy was administered by the Department of Labrador and Aboriginal Affairs through Labrador Winter Trails Inc. The purpose is to provide support to regions along the north and south coasts of Labrador for maintenance of winter trails systems. The funds allow continued access for communities that do not have year round road connections to other areas of Labrador. During the reporting period, grooming operations on the north and south coasts of Labrador were overseen by Labrador Winter Trails Inc. in collaboration with community councils and development associations, where relevant.

Air Foodlift Subsidy

The Air Foodlift Subsidy program was established by the Province in 1997 to offset shipping costs which help to ensure that nutritious, perishable items such as fruit, vegetables and dairy products are available to Labrador's coastal communities during the winter months. This program is administered by the Department. Program funding is used to offset the high shipping rates associated with shipping goods by air during the winter months. The list of eligible goods that are covered by the subsidy was expanded in 2007 with new funding announced in the 2006 Budget. Similar to the Labrador Grooming Subsidy, this subsidy supports the Minister of Labrador Affairs' strategic direction to improve economic and social development in Labrador. All options for a long-term solution to the high cost of transporting fresh food for coastal Labradorians continue to be explored.

Combined Councils of Labrador

The Combined Councils of Labrador, established in 1972, provides an opportunity for municipal leaders throughout Labrador to gather and discuss issues of mutual concern and to engage government in meaningful deliberations.

The Province, through the Department of Labrador and Aboriginal Affairs, invested $100,000 in the Combined Councils of Labrador in 2007-08; evidence of its on-going support of the organization.

In March 2008, the Combined Council held its 36th Annual General Meeting in the community of Port Hope Simpson. Assistance for the Annual General Meeting was provided by the Department of Labrador and Aboriginal Affairs through ongoing communications with government departments.

The Department continues to work closely with the Combined Councils of Labrador on major issues in Labrador.

Labrador Regional Senior Management Council

The Labrador Regional Senior Management Council was established in June of 1998 as a means of facilitating more effective delivery of government services in Labrador. It provides a forum to explore ways to improve delivery of service and communicate an integrated and coordinated message respecting Labrador issues while being cognizant of regional sensitivities.

While the Council is not accountable to any specific authority other than the group it represents, the Department of Labrador and Aboriginal Affairs serves as a point of contact, as well as acts in a coordinating and facilitative role in helping to resolve issues as they relate to the region.

Provincial - Nunatsiavut Government Relations

Since December 1, 2005, when the Labrador Inuit Land Claims Agreement came into effect, Provincial departments and agencies have worked actively with Nunatsiavut Government elected representatives and officials. In addition to working on mechanisms to effectively implement the Agreement, the Nunatsiavut Government was consulted on major government initiatives such as the Energy Plan, Lower Churchill Project, Coastal Issues Scan, and administration of justice.

Innu Healing Initiatives

The Department continues to work cooperatively with the Innu Nation, the Mushuau Innu and Sheshatshiu Innu Bands and the federal government on the Innu Healing Strategy. The unprecedented Healing Table provides a forum for the discussions and resolution of community problems and a mechanism for the devolution of programs and serves to Band control.

Miawpukek First Nation Self-government Negotiations

The Province, Miawpukek First Nation and the federal government continued to make progress negotiating a self-government agreement for the Miawpukek First Nation at Conne River. When completed the agreement will provide the Miawpukek First Nation with the jurisdictions to regulate and manage effectively the programs and services it delivers to its members.

Aboriginal Women's Issues

The Premier hosted the first annual National Aboriginal Women's Summit in Corner Brook in June 2007. The forum brought together 150 aboriginal women from across Canada and federal, provincial, territorial and national aboriginal leaders. The Aboriginal women presented the leaders with recommendations in the areas of Health, Safety and Wellness; Equality and Empowerment; and Strength, Balance and Honour. A conference report was prepared entitled "A Call for Action," which summarizes deliberations and forms the basis for the development of an action plan. This was a significant undertaking to support the Minister of Aboriginal Affairs' strategic direction to advance the well-being of Aboriginal communities.

The Department, in association with the Women's Policy Office, has established a senior officials committee that will include aboriginal women representing the provincial Aboriginal governments/organizations, to review the recommendations arising from the Summit.

The Province held its third provincial Aboriginal Women's conference in March 2008 in St. John's, the theme of which was "The Path to Economic Prosperity."

Report on Performance

In preparation of the Department of Labrador and Aboriginal Affairs Business Plan for 2006-08, the Minister of Labrador Affairs and the Minister of Aboriginal Affairs identified key strategic issues applicable to their portfolios. These key strategic issues took into consideration Government's strategic directions and the mandate and financial resources of the Department. The following areas were identified as the key priorities of the Ministers.

Issue 1 Labrador Inuit Land Claims Agreement Implementation

With the coming into effect of the Labrador Inuit Land Claims Agreement on December 1, 2005, the Province was challenged for the first time in its history to implement such an agreement. As the lead department in implementation of the Agreement, the Department of Labrador and Aboriginal Affairs works to ensure that all government departments and agencies are aware of their responsibilities, and meeting their obligations. As well, the Department plays a lead role in informing business, industry and the general public on how the Agreement may impact them.

Goal: *By 2008, the Department of Labrador and Aboriginal Affairs will have developed mechanisms to effectively implement the Agreement, including commencement of preparations for devolution of programs and services to the Nunatsiavut Government.*

Measures	**• Mechanisms to effectively implement the Agreement • Preparations for devolution of programs and services**
Indicator	Met Province's obligations under the Agreement applicable in this timeframe
Accomplishments	Cabinet papers and policy documents were reviewed to advise departments and agencies of obligations under the Agreement. Departments were advised of current and upcoming obligations as required under the Agreement, and articulated in the Agreement's Implementation Plan. Government legislation, policies, and programs were reviewed to ensure compliance with Agreement. Meetings of the Implementation Committee with officials of the Nunatsiavut government and federal governments. Assisted with transfer of Crown lands to Inuit Community Governments in accordance with the Agreement.
Indicator	Communications tools to inform government, public, industry and key stakeholders of obligations
Accomplishments	Information bulletins and Powerpoint presentations were provided for key internal and external stakeholders, including the mining industry, outfitters, archaeologists, recreational hunters and fishers. An electronic distribution list was created by which representatives of provincial departments and agencies were advised of obligations under the Agreement, and key developments in the Nunatsiavut Government.

Discussion of Results: Significant progress has been made in establishing mechanisms by which provincial departments and agencies are advised of obligations under the Agreement. Devolution of programs and services to the Nunatsiavut Government has not commenced because the Nunatsiavut Government has not yet requested that this process be initiated.

2007/08 Objective: By March 31, 2008, the Department will have initiated development of a monitoring mechanism to ensure provincial public entities continue to be aware of their obligations under the Agreement and are implementing them, and with the cooperation and consent of the Nunatsiavut Government, will negotiate devolution agreements pursuant to the Fiscal Financing Agreement.

Measures	• Proposed monitoring mechanisms • Commencement of preparations for devolution of programs and services
Indicator	Discussions with departmental contacts regarding monitoring mechanisms
Accomplishments	In consultation with departments and agencies, the Department prepared the provincial submission for the first Labrador Inuit Land Claims Agreement annual report, which is an intergovernmental responsibility of the federal, provincial and Nunatsiavut Governments. The annual report monitors progress made in the implementation of the Labrador Inuit Land Claims Agreement. Preliminary discussions with representatives of provincial departments and agencies regarding a provincial-Nunatsiavut Government working conference on implementation of the land claims agreement.
Indicator	Meetings with Nunatsiavut Government and federal government officials to explore tripartite monitoring mechanisms
Accomplishments	Monitoring mechanisms were discussed at Implementation Committee meetings involving representatives of the federal, provincial and Nunatsiavut governments. The Implementation Committee oversees, monitors and provides direction on the implementation of the Labrador Inuit Land Claims Agreement. The Department also participated in several national meetings on land claims agreement implementation, which were initiated by the federal government.
Indicator	Refinement of financial management and reporting processes for boards and committees

Accomplishments	Refinement of funding agreements and reporting processes were discussed at the Implementation Committee meetings and with the chairs of the Torngat Wildlife and Plants Co-Management Board and the Torngat Fisheries Board. The Regional Planning Authority was advised of its reporting responsibilities under the Province's Transparency and Accountability legislation, and support to the Authority was provided in the preparation of its Transition Plan and Annual Performance Report for 2007-08.
Indicator	Meetings with the Nunatsiavut Government to identify priority programs and services for devolution
Accomplishments	Informal discussions were held with the Nunatsiavut Government which indicated that it was not ready to assume responsibility for provincial programs and services at that time.
Indicator	Upon identification of priority program(s), conducting internal research on factors relevant to devolution of programs and services
Accomplishments	Internal research related to the transfer of programs has been deferred until such time as the Nunatsiavut Government is ready to enter into discussions on the transfer of provincial programs and services.
Indicator	With consent of the Nunatsiavut Government, initiation of negotiations for devolution agreements, pursuant to the Fiscal Financing Agreement
Accomplishments	Negotiations will be undertaken following Nunatsiavut Government communication of its readiness to assume responsibility for designated provincial programs and services.

Issue 2 Negotiation of Innu Land Claims Agreement

The Innu land claim resolution is key to settling asserted Aboriginal rights and title to a large area of Labrador under claim. Successful negotiation and settlement of this claim will foster social and economic development in Labrador which respects Innu rights and aspirations, as well as benefiting Labradorians and all residents of the Province.

Goal: *By 2008, the Department of Labrador and Aboriginal Affairs will have made all reasonable efforts to achieve an Agreement-in-Principle on the Innu land claim that is fair and balanced, and will have initiated land selection negotiations and associated Interim Measures Agreements.*

Measure	• All reasonable efforts
Indicator	Participated in negotiating sessions
Accomplishments	The Department represented Government in tripartite negotiations with the federal government and Innu Nation and worked with the other Parties to produce a harmonious and productive working relationship.
Indicator	Provided proposals and counter proposals
Accomplishments	The Department prepared briefing documents for senior management seeking direction on the negotiating mandate. The Department also worked with staff from other departments to develop negotiating positions. The Department drafted and exchanged proposed Chapters and position papers for an Agreement in Principle and reviewed and commented on Chapters and position papers prepared and presented by the other Parties.
Indicator	Consulted with government departments
Accomplishments	The Department consulted regularly with other government departments to develop provincial negotiating positions and to evaluate and prepare responses to proposals developed by the other Parties.
Indicator	Strived to conclude chapters of the Agreement
Accomplishments	Negotiators continued to work on the Chapters of the Agreement-in-Principle in an effort to identify outstanding issues to be resolved by a meeting of Principals.
Indicator	Strived to achieve the Agreement-in-Principle
Accomplishments	Federal, Innu and provincial negotiators have developed an excellent working relationship that has allowed for the frank and open discussion of issues that permitted for the resolution of many outstanding issues.

Discussion of Results: Excellent progress has been made towards an Agreement-in-Principle. However, progress has not been of such a nature as to allow for the commencement of land selection.

2007/08 Objective: By March 31, 2008, subject to the first objective being achieved, the Department will have begun and advanced land selection negotiations with the Innu, and, with the cooperation of the parties, will have initiated negotiation of an Interim Measures Agreement with the Innu and the federal government.

Measure	• All reasonable efforts
Indicator	Participated in negotiation sessions
Accomplishments	Provincial land claim negotiators participated in tripartite negotiations in Ottawa, Sheshashiu, Natuashish and St. John's. Tripartite conference calls were also conducted to expedite the negotiation of specific Agreement-in-Principle chapters or issues.
Indicator	Provided proposals and counter proposals
Accomplishments	Provincial negotiators presented new and amended draft chapters of the Agreement-in-Principle and prepared provincial responses to the draft chapters and positions tabled by the Innu Nation and the federal government. Negotiators ensured that departmental representatives participated in these activities as necessary.
Indicator	Consulted with government departments
Accomplishments	Between sessions, negotiators prepared new drafts of Agreement-in-Principle text in consultation with resource departments, and secured executive approval for policy decisions for negotiation strategies and positions at the land claim negotiation table. An Interdepartmental Land Selection Side Table was established for the purpose of preparing for the tripartite land selection process. The Land Selection Side Table prepared baseline mapping and compiled an internal composite map of provincial land use interests. This involved extensive consultation with government departments and agencies and internal meetings to develop and refine options for future negotiations.
Indicator	Conducted public consultations
Accomplishments	While there was excellent progress made in the negotiations towards an Agreement-in-Principle, it was determined that additional public consultations would have been premature. It is anticipated that public consultations will occur in 2008-09.
Indicator	Strived to conclude chapters of the Agreement-in-Principle
Accomplishments	In addition to the main negotiation sessions to develop the chapters of the Agreement-in-Principle, the Land Selection Side Table continued to exchange information with its counterparts in the Innu Nation and the federal government.

Indicator	Strived to substantially complete the Agreement-in-Principle
Accomplishments	The Agreement-in-Principle contains twenty-five "lands and resources" chapters. The negotiation process is advancing to the stage of dealing with major outstanding issues. Negotiations have commenced on the three Self-Government chapters.

Issue 3 Resource Development in Labrador

Recent discoveries and natural resource developments in Labrador signaled that Labrador presented virtually untapped opportunities. Developers recognized regional benefits and appropriately consulted Aboriginal groups to enhance the economic development of Labrador and strengthen the province as a whole.

Goal: *By 2008, the Department of Labrador and Aboriginal Affairs will have provided input in policy recognizing regional benefits and secondary processing of Labrador natural resource developments and will have ensured appropriate consultation mechanisms with Aboriginal groups/governments and stakeholders were in place and implemented.*

Measures	**• Provided input • Ensured appropriate consultation**
Indicator	Policy outputs reflect departmental inputs
Accomplishments	The Department provided advice to departments on Labrador and Aboriginal issues related to resource development and environment assessment of proposed developments. That advice was incorporated into the development of consultation strategies. The Labrador Affairs Branch reviewed mineral exploration notifications for Labrador to ensure there were no conflicts or issues arising from the proposed exploration. The Department also provided substantial feedback on the Energy Plan for issues related to Labrador.
Indicator	Participation in relevant groups

Accomplishments	The Department participated in Senior Management Committees involved in resource development and, as appropriate, environmental assessment review processes to ensure that Labrador and Aboriginal interests and claims are addressed, including: ▫ Lower Churchill Coordinating Committee ▫ Hydro Working Group ▫ Mealy Mountain National Park Steering Committee ▫ Lower Churchill Environmental Assessment Committee ▫ Voisey's Bay Environmental Review Committee ▫ District 19 Forestry Management Planning Committee
Indicator	Briefing notes/reports/papers
Accomplishments	Reviewed and commented on all new and proposed government policy. Advised departments, agencies and developers on the Province's obligations under the Labrador Inuit Land Claims Agreement, and appropriate consultation processes with Aboriginal groups.
Indicator	Avoidance of project delays based on inadequate consultation
Accomplishments	Ensured that Aboriginal groups/governments were consulted appropriately and that projects were allowed to proceed through various government processes.

Discussion of Results: The Department's primary role is to provide input on all issues pertaining to Labrador and has thus formed strong relationships with other departments. While the specific requirement for consultation with Aboriginal peoples is a developing area, the Department worked with departments to develop consultation strategies that meet government's legal obligations under the Labrador Inuit Land Claims Agreement, and obligations to consult appropriately with other Aboriginal peoples.

2007/08 Objective: By March 31, 2008, the Department will have continued to provide strategic advice to Government on regional benefits from Labrador resource developments and on the development, maintenance, enhancement, and/or implementation, as appropriate, of Aboriginal consultation policies and procedures consistent with negotiated treaties and Canadian law.

Measures	• Strategic advice to Government • Ensured appropriate Aboriginal and regional consultation
Indicator	Policy outputs reflect departmental inputs
Accomplishments	The Department provided substantive advice to departments on Labrador and Aboriginal issues related to resource development and environment assessment of proposed developments. This included advice on uranium development within Labrador and advice on the boundaries for the Mealy Mountain National Park.
Indicator	Participation in relevant groups
Accomplishments	Labrador and Aboriginal Affairs was part of a team of senior managers across government established to investigate investor attraction and marketing potential for further development of the Labrador sawmill and value-added wood products industry. Other activities undertaken to ensure regional benefits from resource developments include supporting the Labrador Agricultural Committee; assisting the Planning Committee for the Circumpolar Agricultural Conference; reviewing quarterly Industrial and Employment Benefit Reports from Vale Inco; and monitoring exploration activity through notices received from the Department of Environment and Conservation.
Indicator	Briefing notes/reports/papers
Accomplishments	Advice to Government on regional benefits from Labrador resource developments was provided through review of briefing notes, cabinet papers and other relevant documents.
Indicator	Development and implementation of Aboriginal consultation policies and procedures
Accomplishments	The Aboriginal Affairs Branch developed an approach to Aboriginal consultation which it employs in the context of upcoming resource development projects. Lessons learned from these experiences, together with research of other jurisdictions' practices and policies, will lead to a formalized Aboriginal consultation policy.
Indicator	Assistance to relevant departments with public consultations in Labrador

Accomplishments	Labrador and Aboriginal Affairs was often the first point of contact for many departments when visiting Labrador. The Department regularly assists other government departments when conducting meetings and consultations within the region. The Department provided advice to the Canada-Newfoundland and Labrador Offshore Petroleum Board on coordinating consultations and potential targeted audiences in Labrador.

Issue 4 Lower Churchill Development

Development of the Lower Churchill hydroelectricity resources remains a priority for this government. The goal is to provide long-term benefits to the province by promoting industrial development, meeting domestic energy demands, and realizing revenues from exporting any surplus power. The Department of Labrador and Aboriginal Affairs contributed to this initiative by providing policy input reflecting the concerns and aspirations of regional stakeholders and Aboriginal peoples, as well as negotiation of the Lower Churchill chapter of the Innu Land Claims Agreement. The contribution of the Department supported strategic directions of the Ministers of Labrador and Aboriginal Affairs to improve economic and social development in Labrador and to negotiate treaties that reflect demonstrated Aboriginal interests in authorized developments in areas subject to Aboriginal land claims.

Goal: *By 2008, the Department of Labrador and Aboriginal Affairs will have provided advice to Government on options to address the concerns and aspirations of regional stakeholders and Aboriginal organizations respecting this development.*

Measures	**• Provided advice • Interim Measures Agreement with the Innu Nation**
Indicator	Provision of input
Accomplishments	The Department provided advice to Government and NL Hydro on Aboriginal aspirations and regional benefits from the Lower Churchill hydro development and related energy policy issues though review of briefing notes, cabinet papers and relevant documents.
Indicator	Policy reflecting input of the Department
Accomplishments	The Department was represented on the Lower Churchill Coordinating Committee, Hydro Working Group and the Lower Churchill Environmental Assessment Committee. The Department also participated in the Environmental Assessment Aboriginal Consultation Advisory Committee.

Indicator	Predicated on the cooperation of the other parties, negotiation of a Lower Churchill Interim Measures Agreement with the Innu Nation (to become a Chapter of an eventual Labrador Innu Land Claims Agreement)
Accomplishments	The Province continues to negotiate a Lower Churchill River chapter as part of the Innu land claim Agreement-in-Principle. The Department also provided advice to Government and NL Hydro on appropriate consultation mechanisms with Aboriginal groups during the environmental assessment process.

Discussion of Results: The Department was progressive in providing advice to Government with respect to the concerns and aspirations of Labradorians and Aboriginal peoples regarding the Lower Churchill development. Through the various Lower Churchill committees, the Department was able to provide sound advice on public expectations and potential impacts of the project in Labrador.

2007/08 Objective: By March 31, 2008, the Department will have continued to provide helpful advice to Government and NL Hydro on regional benefits from the Lower Churchill hydro development and related energy policy issues and on the implementation of appropriate Aboriginal consultation and accommodation mechanisms.

Measures	**• Provided advice • Implementation of Aboriginal consultation and accommodation**
Indicator	Provision of input
Accomplishments	The Department provided advice to Government and NL Hydro on regional benefits from the Lower Churchill hydro development and related energy policy issues through review of briefing notes, cabinet papers and relevant documents. The Department also provided substantial feedback on the Energy Plan for issues related to Labrador.
Indicator	Policy reflecting input of the Department
Accomplishments	The Deputy Minister and Assistant Deputy Minister (Labrador Affairs) represented the Department on the Lower Churchill Coordinating Committee and the Hydro Working Group, respectively. As well, a Senior Analyst with the Labrador Affairs branch was a member of the Lower Churchill Environmental Assessment Committee. The Aboriginal Affairs branch participated in the Environmental Assessment Aboriginal Consultation Advisory Committee.

Indicator	Internal consultations to prepare for negotiation of an Interim Measures Agreement that would form a Lower Churchill Chapter of an eventual Labrador Innu Land Claims Agreement.
Accomplishments	The Department provided advice to NL Hydro and Environment and Conservation on consultation with Aboriginal groups in Labrador and negotiation of an Impacts and Benefits Agreement with the Innu Nation. Labrador and Aboriginal Affairs participated in preparations for the negotiation of Aboriginal consultation agreements with the Innu Nation, Nunatsiavut Government and the Labrador Metis Nation for the Environmental Assessment of the Lower Churchill Project. Ongoing discussions with departmental representatives and NL Hydro Lower Churchill Project officials regarding the preparation of a Lower Churchill chapter of the Agreement-in-Principle.

Issue 5 5 Wing Goose Bay

5 Wing Goose Bay has been the backbone of the economy for the Upper Lake Melville area for decades. With waning use of this facility by Canadian and international forces in recent years, the federal government is challenged to increase its relevance to modern military forces, as well as explore alternate uses for base facilities. The Department of Labrador and Aboriginal Affairs played an active role in efforts to promote base facilities for military purposes, and to explore non-military alternative uses. The work of the Department with respect to 5 Wing Goose Bay supported a strategic direction of the Ministers of Labrador and Aboriginal Affairs to improve economic and social development in Labrador.

Goal: *By 2008, the Department of Labrador and Aboriginal Affairs will have provided input on the policy related to sustainability and diversification of 5 Wing Goose Bay.*

Measures	• Provided policy input
Indicator	Collaboration with other government departments
Accomplishments	The Labrador Affairs branch worked closely with the Department of Innovation, Trade and Rural Development and Intergovernmental Affairs to provide input on 5 Wing Goose Bay.
Indicator	Participation on various committees

Accomplishments	The Labrador Affairs branch participated in face to face meetings with the Goose Bay Airport Corporation, the Goose Bay Citizen's Coalition, the Goose Bay Airport Development Committee, the Institute for Environmental Monitoring and Research (IEMR), The Town of Happy Valley-Goose Bay, Serco and the Union of National Defence Employees. The Labrador Affairs branch was an active participant in the organization of the 2006 NightStrike Freedom of Flight Aerospace Conference.
Indicator	Policy outputs reflect inputs of Labrador and Aboriginal Affairs
Accomplishments	Input of Labrador and Aboriginal Affairs reflected in briefing notes, cabinet papers and other relevant documents. Labrador and Aboriginal Affairs advocated for Government to commit to a training demonstration project at Goose Bay Airport as well as other diversification opportunities for 5 Wing Goose Bay. The project is part of a 10-year contract between Provincial Aerospace Limited and the Netherlands Ministry of Defence to provide air reconnaissance services in the Netherlands Antilles and Aruba.

Discussion of Results: The Department continues to work with other departments to support the sustainability and diversification of 5 Wing Goose Bay. It should be noted that 5 Wing Goose Bay is a federal responsibility.

2007/08 Objective: By March 31, 2008, the Department will have continued to provide helpful advice on options to sustain a military presence at 5 Wing Goose Bay, options for non-military uses of base facilities, and options to diversify the local economy.

Measures	**• Provided policy input**
Indicator	Collaboration with other government departments and federal government
Accomplishments	Advice provided on options to sustain a military presence at 5 Wing Goose Bay, options for non-military uses of base facilities, and options to diversify the local economy (including fulfilling the federal commitment to a rapid reaction force and unstaffed aerial vehicle (UAV) squadron for 5 Wing Goose Bay). This was achieved by continuing to meet with the Goose Bay Citizen's Coalition, maintaining positive relationships with 5 Wing Goose Bay, and through coordination of information pertaining to 5 Wing Goose Bay with Intergovernmental Affairs.

	The Department coordinated discussion between Government and Provincial Aerospace Limited that led to a provincial government commitment of $250,000 towards a training demonstration project at Goose Bay Airport. The project is part of a 10-year contract between Provincial Aerospace Limited and the Netherlands Ministry of Defence to provide air reconnaissance services in the Netherlands Antilles and Aruba.
Indicator	Participation on various committees
Accomplishments	Representation on the IEMR and continued participation on the Goose Bay Airport Development Committee. The Labrador Affairs branch was very active in the organization for the UAV Student Competition held in Happy Valley-Goose Bay. The Department, on behalf of the provincial government, hosted IEMR meetings in St. John's in the Fall of 2007.
Indicator	Policy outputs reflect inputs of Labrador and Aboriginal Affairs
Accomplishments	The Department provided input to IEMR on potential research initiatives on the impacts for the region. The ADM of Labrador Affairs participated on the subcommittee responsible for the Social and Economic Impact Study on 5 Wing Goose Bay. This committee provided data to allow for evidence-based decision making capability.

Issue 6 Advocacy in Social Policies and Programs

The Labrador region of the province and Aboriginal peoples throughout the province have unique social needs, resulting from social, cultural, and geographic factors. The Department played a key role in ensuring that information and advice regarding these factors informed provincial government policy. The Department also worked with the federal government and Aboriginal groups to ensure they received maximum benefit from federal programs and services available to Aboriginal people.

Goal: *By 2008, the Department of Labrador and Aboriginal Affairs will have provided input in social policy that considers the demographic and geographic realities in Labrador and the needs and aspirations of the Aboriginal people of the province, and assisted Aboriginal peoples to access federal programs.*

Measures	• Provided input
Indicator	Policy outputs reflect departmental input
Accomplishments	The Department provided advice on and assistance with consultation with Labradorians and Aboriginal peoples on new and revised policy initiatives such as the Air Foodlift Subsidy, the Labrador Grooming Subsidy, Violence Prevention Initiative, and the Poverty Reduction Strategy. The Department supported the creation of a landless band for the Federation of Newfoundland Indians, which will allow their members to benefit from federal programs and services.
Indicator	Participation in relevant groups
Accomplishments	The Department was represented in the development of all major social policy initiatives including: violence prevention, poverty reduction, healthy aging and mental health.
Indicator	Briefing notes/papers/reports
Accomplishments	Government policy and programs are increasingly sensitive to the needs of Aboriginal peoples. The Department worked with the Department of Tourism, Culture and Recreation to commission a Recreational Needs Assessment for central Labrador.

Discussion of Results: The Department continues to focus on the demographic and geographic factors experienced by the people living in Labrador and advocates for those interests in social policy. The Department was active in a range of discussions and negotiations with the federal government and Aboriginal groups to ensure that Aboriginal peoples in the Province benefit from federal programs and services.

2007/08 Objective: By March 31, 2008, the Department will have continued to provide helpful advice to Government on social policy initiatives as they may pertain to Labrador and/or to Aboriginal peoples, including advice on appropriate consultative mechanisms; and will have advocated for Aboriginal peoples' access to federal programs.

Measures	• Provided input • Advocated for Aboriginal peoples' access to federal programs
Indicator	Policy outputs reflect departmental input
Accomplishments	Under the auspices of the Air Foodlift Subsidy program, departmental officials visited various coastal communities to seek input on the existing program. The input received resulted in an increase in the effective claim period as well as changes to the eligible food list in order to provide a healthier lifestyle. The Department advocated for an annual operating grant for the Performance Space for Eastern Labrador. A provincial Aboriginal Women's Conference was held in March 2008 in St. John's, whose theme was "The Path to Economic Prosperity." In June, 2007 Premier Danny Williams co-hosted, with the President of the Native Women's Association of Canada, a National Aboriginal Women's Summit. The Department established a senior officials' advisory committee (including Aboriginal women) to examine the recommendations arising from the conference. The Department provided input on government initiatives to ensure the perspectives of Labrador and Aboriginal peoples were considered in the development of provincial policies, including: ▫ Skills Task Force Initiative ▫ Energy Plan ▫ Various Housing Initiatives The Department was also active in a range of discussions and negotiations with the federal government and Aboriginal groups to ensure that Aboriginal peoples in the Province benefit from federal programs and services including: ▫ Participating in Miawpukek First Nation self-government negotiations; ▫ Participating in discussions with the federal government and the Miawpukek First Nation on the Band's responsibilities for the watershed and a water lot on the Reserve at Conne River to allow the federal government and the Band to develop shore-based facilities and a wharf; ▫ Supporting the Federation of Newfoundland Indians' request that the federal government create a Landless Band under the Indian Act for off-reserve Mi'kmaq; ▫ Working cooperatively with the federal government, the Innu Band Councils and Innu Nation on the Innu Comprehensive Healing Strategy; ▫ Working with the federal government and Innu Bands to improve education of Innu children and the eventual transfer of education to the Bands;

	▫ Supporting access to federal Aboriginal-specific programs and services for members of the Labrador Metis Nation; ▫ Continuing to advocate for the federal government to make a decision on the Labrador Metis Nation's land claim application; ▫ Participating in the development of an agreement on education with the federal government and the Innu Nation; ▫ Participating in the development of an agreement on child, youth and family services with the federal government and the Innu Nation; ▫ Completed tripartite policing agreements with the federal government and the Inuit communities of Nain, Hopedale, Makkovik and Rigolet; ▫ Working with the federal government and Aboriginal groups on initiatives under the federal Aboriginal Health Transition Fund; ▫ In Budget 2007, the Province provided $70,000 to implement an Aboriginal Suicide Prevention Initiative; and ▫ In cooperation with NL Housing Corporation, the Department undertook consultations with Aboriginal groups to determine priorities for investment from the federal Off-Reserve Aboriginal Housing Trust.
Indicator	Participation in relevant groups
Accomplishments	The Department participated on a Happy Valley-Goose Bay Homelessness Steering Committee to ensure the perspective of Labrador and Aboriginal interests are properly reflected in the development of initiatives. The Department participated on a variety of provincial departmental committees to ensure the perspective of Labrador and Aboriginal interests are properly reflected in the development of provincial initiatives including: ▫ Poverty Reduction Strategy ▫ Healthy Aging Initiative ▫ Violence Prevention Initiative The Minister of Aboriginal Affairs has actively engaged her Cabinet colleagues by meeting with them in the Aboriginal communities to begin addressing specific needs. The Department participated in federal-provincial/territorial-Aboriginal (FPTA) forums and PTA forums on matters of importance to Aboriginal peoples in the province. These forums included: ▫ Federal consultation process to develop proposed legislation on Matrimonial Real Property on Reserves; ▫ In June, 2007 Premier Danny Williams co-hosted, with the President of the Native Women's Association of Canada, a National Aboriginal Women's Summit. The Department established a senior officials' advisory committee (including Aboriginal women) to examine the recommendations arising from the conference. ▫ In August 2007, the Minister of Aboriginal Affairs represented the

	Premier at the meeting of Premiers and National Aboriginal leaders in Moncton. ▫ In January 2008, the Minister participated in an Inuit Health Summit in Kuujjuaq, Quebec, which addressed: Cross-jurisdictional Collaboration, Data Collection/Information Systems, and Health Human Resources. ▫ In March 2008, the Minister participated in a National Aboriginal Health Summit in Winnipeg.
Indicator	Assistance to relevant departments with public consultations in Labrador and Aboriginal consultations throughout the province
Accomplishments	The Department assisted with coordination of public consultations in the development of provincial policy and programs. The Aboriginal Affairs branch was active in seeking the direct solicitation of advice from Aboriginal peoples on issues, programs and policies affecting them. The Department provided comments and advice to other departments on social policy initiatives that pertain to Labrador and/or Aboriginal peoples, and provided advice to departments on appropriate consultative mechanisms with Aboriginal peoples for resource development projects, and for provincial programs and initiatives including: ▫ Healthy Aging Initiative ▫ Violence Prevention Initiative ▫ Northern Strategic Plan
Indicator	Briefing notes/papers/reports/correspondence
Accomplishments	The Department provided helpful advice to Government on social policy initiatives as they pertain to Labrador and Aboriginal people through briefing notes, cabinet paper comments and participation on relevant committees.

Issue 7 Northern Strategic Plan

Government's March 2005 Speech from the Throne mandated the Department of Labrador and Aboriginal Affairs to develop a Northern Strategic Plan to address social and economic development in Labrador. The Department incorporated input from all relevant government departments, as well as extensive public input from Labrador residents in the preparation of the Plan. The commitments contained within the Northern Strategic Plan supported strategic directions of the Ministers of Labrador and Aboriginal Affairs to reflect the perspectives of Aboriginal groups/governments and Labradorians in provincial policy.

Goal: *By 2008, the Department will have completed a Northern Strategic Plan.*

Measures	• Completed Northern Strategic Plan
Indicator	Public release of final Northern Strategic Plan
Accomplishments	The Northern Strategic Plan was launched on April 20, 2007 by Premier Williams and the Minister of Labrador Affairs. Since the launch, departmental officials traveled to all regions of Labrador to hold public sessions and targeted private sessions with stakeholders to increase awareness about the benefits of the Northern Strategic Plan.
Indicator	Policy outputs reflect departmental input
Accomplishments	Commitments made by government departments in the Northern Strategic Plan reflect the input that was provided by Labrador and Aboriginal Affairs throughout the development of the Plan including: ▫ Coastal energy rebate ▫ Modifications to the Medical Transportation Assistance Program ▫ Regional recreational sportsplex for central Labrador The Department met with various government departments/agencies to ensure that new initiatives are included for the NSP in the 2008 Budget.
Indicator	Identification of priorities for Government
Accomplishments	The Northern Strategic Plan identified Government's goals with focused priorities for Labrador for 2007-08, the first year of the five year plan. The Plan identifies a wide variety of initiatives that Government will be pursuing to improve programs and services throughout Labrador.
Indicator	Input from public completed
Accomplishments	There were 34 consultation sessions held throughout Labrador as well as extensive interdepartmental consultations.

Discussion of Results: The Northern Strategic Plan has been completed and implementation of the commitments outlined in the Plan has begun. Collaboration among all government departments will ensure that each commitment is met.

2007/08 Objective: By March 31, 2008, the Department will have completed and released the Northern Strategic Plan.

Measures	• Northern Strategic Plan • Public feedback
Indicator	Public release of final Northern Strategic Plan
Accomplishments	The Northern Strategic Plan was launched on April 20, 2007 by Premier Williams and the Minister of Labrador Affairs.
Indicator	Northern Strategic Plan public awareness campaign
Accomplishments	Departmental officials traveled to all regions of Labrador to hold public sessions and targeted private sessions with stakeholders to increase awareness about the benefits of the Northern Strategic Plan.
Indicator	Early implementation and monitoring of Northern Strategic Plan initiatives
Accomplishments	The Department developed an Accountability Framework to track and monitor all commitments made in the Plan.
Indicator	Participation in relevant groups
Accomplishments	The Labrador Affairs branch established an Implementation Committee, with representation from government entities relevant to the Northern Strategic Plan. The branch collaborated with the Implementation Committee to monitor the progress of the commitments outlined in the Plan.
Indicator	Briefing notes/papers/reports
Accomplishments	Progress on the implementation of the plan was reported regularly through briefing notes and other reports.

Issue 8 Transportation Infrastructure

The challenges in providing an effective and comprehensive transportation network in Labrador have long hindered development in this region. Government committed to developing a multi-modal Labrador Transportation Plan, and the Department of Labrador and Aboriginal Affairs provided policy input into this strategy. The Department's input supported a strategic direction of the Ministers of Labrador and Aboriginal Affairs to improve economic and social development in Labrador.

Goal: *By 2008, the Department will have provided input into a multi-modal Labrador Transportation Plan.*

Measures	• Provided Input
Indicator	Assessment and advice provided
Accomplishments	Departmental representatives attended and assisted with public consultations for the Labrador Transportation Plan. The Labrador Affairs branch provided advice on both the discussion paper and the Plan.
Indicator	Participation in relevant groups
Accomplishments	The Assistant Deputy Minister for Labrador Affairs is a member of the Advisory Working Group for the Labrador Transportation Plan.

Discussion of Results: The Department provided input to the Department of Transportation and Works on transportation issues in Labrador. A number of transportation initiatives have already been addressed in the Northern Strategic Plan.

2007/08 Objective: By March 31, 2008, the Department will have continued to provide helpful advice to Government on the development and implementation of a Labrador Transportation Plan.

Measures	• Provided input
Indicator	Policy outputs reflect departmental input
Accomplishments	The Department provided advice to the Department of Transportation and Works on the development of the Labrador Transportation Plan.
Indicator	Participation in relevant groups
Accomplishments	The Assistant Deputy Minister for Labrador Affairs is a member of the Advisory Working Group for the Labrador Transportation Plan and made a presentation to the Advisory Working Group on the Northern Strategic Plan and the transportation commitments outlined in the Plan.
Indicator	Assistance to Department of Transportation and Works in working with Ministers' Advisory Committee
Accomplishments	The Labrador Affairs branch provides assistance to the Ministerial Advisory Committee on Labrador Transportation.
Indicator	Briefing notes/papers/reports
Accomplishments	The Department documented transportation goals and objectives in the Northern Strategic Plan.

The Year Ahead

The Department of Labrador and Aboriginal Affairs is cognizant of all potential challenges that may hamper achievement of its goals while considering any opportunity to improve the efficiency and functionality of the Department.

As the lead on the Northern Strategic Plan, the Department will be challenged by the monitoring and implementation of the commitments made in the Plan. In 2008-09, the Department will continue to work with all government partners to support realization of the commitments and will inform the public of the progress achieved throughout the implementation of the NSP. The challenge is coordinating and sustaining communication with the large number of government departments that are involved with the Plan. A further challenge will be in identifying new initiatives to further strengthen the goals of the Northern Strategic Plan. However, it is also an opportunity to follow through with the commitments and get the message out to Labradorians that Government is working to fulfill its promises.

Other opportunities for Labrador include major natural resource developments such as the Lower Churchill power project, continued uranium exploration and the expansion to the Iron Ore Company of Canada operation in Labrador West. A labour market supply for these projects will be a challenge for the entire province but it will be compounded in Labrador.

Resource development in Labrador must respect Aboriginal treaty rights under a land claims agreement, or involve government commitments to Aboriginal consultation. The Department will be actively engaged in advising other departments and private sector stakeholders on Aboriginal issues.

There remains a significant challenge to communicate in the public domain both the mandate and the ongoing accomplishments of the Department of Labrador and Aboriginal Affairs and actions of other government departments that benefit Labradorians and Aboriginal peoples. Nearly all of the activities of this department, including land claim negotiations and implementation of the Northern Strategic Plan require collaboration with other provincial public bodies, as well as Aboriginal groups, governments and the Government of Canada. There is an acknowledged need to continue to strengthen communications between the department and stakeholders in Labrador and within the Aboriginal community throughout the province.

The Department is committed to the continued implementation of the Labrador Inuit Land Claims Agreement, including preparations for the transfer of Provincial programs and services to the Nunatsiavut Government. As well, the Department is committed to achieving an Agreement-in-Principle with the Innu Nation on the Labrador Innu Land Claim and negotiating a self-government agreement with the Miawpukek First Nation.

While land claims and self-government agreements are the primary means by which Aboriginal peoples in this province will be equipped with the tools to ensure their economic, social, political and cultural development, not all Aboriginal people will be the beneficiaries of land claims or self-government agreements.

Accordingly, Government is also committed to ensuring that Aboriginal people benefit from provincial programs and services to the same extent as other residents of the Province, especially where the federal government has not assumed responsibility for those programs and services. It is also committed to working with the federal government and Aboriginal governments/groups to ensure that the Aboriginal peoples of Newfoundland and Labrador enjoyed a standard of living that is equivalent to that of all other residents of the Province.

Labrador and Aboriginal Affairs is prepared to work cooperatively with the federal government and Aboriginal groups to support initiatives to improve the social and economic conditions for Aboriginal peoples in the province. The Department is prepared to assist Aboriginal groups to maximize access to federal Aboriginal specific programs and services. The Department is interested in developing strong relationships with Aboriginal groups in the province and ensuring that Aboriginal peoples participate in, and benefit from, the development of resources.

Completion of Phase III of the Trans Labrador Highway will have a huge impact on Labrador. With the road between Cartwright and Happy Valley-Goose Bay scheduled to open in the Fall of 2009, programs and services provided to the people of Labrador will change. Marine services for coastal Labrador will require reconfiguration with continued service to north coast communities, Black Tickle, Norman Bay and Williams Harbour. The opening of Phase III will complete the "circle route" from the island of Newfoundland to Labrador and into Quebec and will create numerous opportunities for development.

There have been many achievements over the past year, and the Department recognizes there is more work that needs to be done in the coming year and beyond.

Ultimately, the Department of Labrador and Aboriginal Affairs strives to progress the well being of all Labrador and Aboriginal communities.

Financial Statements

Statement of Expenditure and Related Revenue
FOR THE YEAR ENDED 31 MARCH 2008 (unaudited)

			ESTIMATES	
		Actual ($)	**Amended ($)**	**Original ($)**
Executive and Support Services				
Ministers' Office				
1.1.01.	Ministers' Office	259,885	302,400	118,700
General Administration				
1.2.01.	Executive Support	641,608	722,100	627,000
Total Executive and Support Services		**901,493**	**1,024,500**	**745,700**
Labrador and Aboriginal Affairs				
2.1.01.	Aboriginal Affairs	1,515,319	1,819,800	2,018,500
	Less Revenue – Federal	(150,261)	(150,000)	(150,000)
	Less Revenue - Provincial	(22,050)	-	-
	Total Aboriginal Affairs	1,343,008	1,669,800	1,868,500
2.1.02.	Labrador Affairs	1,700,267	1,941,700	1,854,200
Total Labrador and Aboriginal Affairs		**3,043,275**	**3,611,500**	**3,722,700**
Total for Department		**3,944,768**	**4,636,000**	**4,468,400**

Expenditure and revenue figures included in this document are un-audited and based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2008. Audited financial statements are a requirement at the government level and are made public through the Public Accounts process, however the Department of Labrador and Aboriginal Affairs is not required to provide a separate audited financial statement.